



**school21**

FOR SUCCESS IN THE 21ST CENTURY



Candidate Information Pack:

## **Deputy Head of Middle School**

# Welcome to School 21



To join School 21 is to join a community of pioneers – staff and pupils who want to do things differently.

Here we think deeply about how we can have the biggest impact on pupils who often come from fragile homes. We strive to give pupils the most challenging and exciting curriculum possible and we treat each other with respect, kindness and support.

This appointment is one of the most important we will make.

We are looking for an experienced senior leader who wants to be part of our pioneering approach, someone who loves to engage with the evidence, education debate, and curriculum and pedagogy design, but balances this with a real sense of rigour – ensuring that standards are high and all pupils are making great progress.

You will be working closely with the founders of the school and the heads and core teams of the small schools. You will be analysing and acting on the data and making sure we are showing success not just in exam subjects but in the powerful skills and attributes – oracy, wellbeing, problem solving skills – that are so much part of our school.

As a leader you will have great opportunities to learn, develop and grow and we are looking for someone who is waiting for an intense learning experience.

You will have the chance to:

- Undertake powerful leadership training
- Learn from our partner organisations from the private, public and voluntary sectors
- Learn from and collaborate with some of the best education thinkers nationally and internationally
- Be part of the creation of two new schools which we have approval for.

Most of all we are looking for someone who combines innovation with rigour.

Our core values of integrity (being true to your word) and humanity (looking out for each other) guide everything that staff and students do.

School 21 is a different kind of place to work and we are looking for people who have a belief that more of the same is just not ambitious enough. We would love you to visit and see the school in action or call us to find about more about the role.

**Peter Hyman**  
Executive Headteacher

**Oli de Botton**  
Headteacher

## Our Story

School 21 is a pioneering new 4 to 18 school in Stratford, East London, for girls and boys and children from all backgrounds.

The three founders of School 21 Peter Hyman, Oli de Botton and Ed Fidoe came together with a shared belief that education must be done differently if we are to prepare young people properly for the world they are going into. Their conviction was that we needed schools to rebalance head (academic success), heart (character and wellbeing) and hand (generating ideas, problem solving, making a difference).

So School 21 has developed a series of pedagogies and approaches that give students the chance to find their voice, develop deep knowledge and understanding, and create beautiful work that has real value beyond the classroom.

We have also been approved to open two new schools in the coming years and so there are plenty of opportunities to grow and develop.



## Ofsted “Outstanding”

In June 2014, School 21 was graded as ‘Outstanding’ in all categories, in its first Ofsted inspection since opening. Many of the findings reflected the impact of our innovation: “Pupils across the school make exceptional progress.” “Pupils have excellent attitudes to learning, impeccable manners and show respect for everyone.” Through project-based learning “pupils achieve remarkable standards of work and demonstrated knowledge and skills at levels beyond those expected for their age group.” “Pupils talk and discuss with a maturity and confidence that is remarkable for their years.” “Staff morale is exceptionally high. Teachers at the early stages of their career value the ‘fantastic’ professional development and opportunities to learn from each other. Those with more experience said that they have become much better teachers since joining the school.”

# Teaching and Learning at School 21



**English Language** is at the heart of everything we do with students given the chance to develop their reading and writing skills every day. It's our mission to ensure every student is an avid reader, fluent writer and confident public speaker.



## **Wellbeing and growth through coaching.**

Our small school and small class sizes mean that more time can be spent really understanding the needs of each child. All students join tight-knit coaching groups of 12-15 peers who support each other through their secondary school journey. Our wellbeing curriculum and use of coaching (all teachers are trained in these techniques) mean that all pupils are supported and none fall through the cracks.

**Oracy** is the ability to communicate effectively using spoken language, and is a key pillar of our approach to pedagogy. Our students engage in high quality talk in a range of settings built into the fabric of the school day. Working with Cambridge University we have developed a groundbreaking oracy programme which is being trialed and developed across the country by our sister organization, Voice 21.



## **Real World Learning.**

We go to great lengths to connect the learning of our students to the world outside the school gates. This culminates in year 10 & 11 where our students spend an afternoon of every week at their Real World Learning placement, working in small teams to solve a challenging and authentic problem faced by their host organisation.

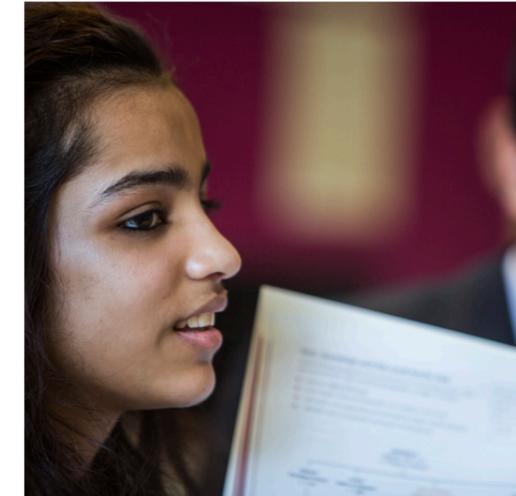
## **Beautiful Work.**

We believe our purpose as an organisation is to create beautiful work that makes a difference to the world. Our school is a place where children craft stunning work with quality end products, for real audiences and as a result of deep teacher collaboration. In addition to teaching through discrete subject disciplines, our teachers collaborate to design and teach projects which tackle authentic issues and seek to create rich, beautiful outcomes of lasting value.



## **Integration of new technology.**

Through sophisticated use of technology including 1:1 iPads, online resources, apps and blogs, students harness the creative power of technology to organise and add value to their learning experience.



# Developing you and your practice

At School 21, we take your development extremely seriously. We are an organisation made up of people who are dissatisfied with the status quo in education, and our quest to build a school fit for the 21st century means that we are constantly seeking to improve and innovate. In this context, it is not enough to simply improve our processes, we believe it is absolutely imperative that we are proactive in developing our people.

The key ways in which we will support your personal and professional development are as follows:



## CPD

Our practice is our testing ground. For this to happen, we think CPD should be constantly asking us what we are working on and giving us the time, space, resources and challenge to improve our practice. This is why our CPD is carefully differentiated into pathways which offer staff choice of modules, clinics, research opportunities and rigorous conversations.

Every member of staff will have:

- Up to 5 planning days at the start of term to gear up for the new year
- Regular planning days throughout the year for collaboration, project design and developing practice
- 2 hours every Wednesday afternoon to work on “modules” that you have chosen from a menu designed by staff
- Regular feedback from peers, “critical friends” and those with expertise in areas you are working on



## Leadership & Growth

Every member of staff has a “flight path” conversation in which we discuss how they want to grow over the next two to three years and the training and support structures needed to achieve their goals.

We provide more routes to progression than most schools, with opportunities to:

- Lead departments
- Lead areas of our pedagogy, such as oracy or project-based learning
- Lead on aspects of curriculum design
- Lead within our small school structure – primary, middle, secondary, Sixth Form

We have distinctive leadership courses to develop the skills of staff so they can lead in a range of settings. Our leadership training includes inputs from great educationalists, entrepreneurs, leaders in diverse professional fields, and those with deep experience of building high performing teams.



## Strategic Direction

Every member of staff is in at least one “circle” or team to develop an aspect of the school. This gives everyone the chance to be strategic and have a genuine and deep input into the direction of the school. Some of the current circles include: literacy, oracy, project based learning, new technology, school culture, and curriculum.



## Line Management

You will have a line manager dedicated to helping you grow. The expectation is that the line manager observes you in action in some setting: teaching, coaching, chairing a meeting, working with parents, taking an assembly and then gives you specific feedback at line management meetings. That way you have more specific feedback on your practice.



## Feedback culture

There are plenty of other ways in which staff get regular and specific feedback not just on their teaching craft but on how they want to grow more widely as a leader, project designer, team builder or coach. Much of this is done through peer feedback – matching people with the right expertise – and sophisticated protocols that help people wrestle with dilemmas or tune-up something they are working on.



## Professional Portfolio

There is an expectation that every member of staff will develop a professional portfolio of their work, projects, professional development, interests, and reading. Staff find this very rewarding and provides them with a very personal story of their growth as well as a unique platform to engage outside practitioners and forge partnerships.

# What we are looking for

We have spent a lot of time thinking about the attributes that make staff successful at School 21. These four qualities sum it up as best we can.



## Pioneer

We are looking for people who do not believe business as usual is good enough: people who want to develop new approaches, challenge outdated assumptions, and research new practice. We have, for example, redesigned how we do assemblies, parents' evenings, CPD, tutor time and work experience. **We are looking for new members of staff who can add fresh thinking and fresh insights.**



## Multiplier

At School 21 we have a deeply held belief that our task is to grow ourselves, grow others and grow the organization. We also believe that the highest form of leadership is to build high functioning teams. So we are looking for genuine collaborators and people who have the interest and skills to grow other people as well as themselves; **people who seek to share, learn, and give to others.**



## Craftsperson

School 21 is a rich environment for discussion, debate, thinking and evaluation. Staff read and research, they wrestle with deep questions about teaching and learning, and they constantly look to refine and reinvent their practice. Our CPD is layered, personalised, regular and in-depth with far more time than most schools to delve deeply into practice and impact. **Our staff support each other as critical friends and collaborate deeply in order to develop their teaching craft.**



## Humanity & Integrity

School 21 is an organization that has core values at its heart. Whether a student or a member of staff, we look for people with integrity and humanity. Integrity is about being true to your word, stepping up and being accountable, taking responsibility. Humanity is about kindness to others, being supportive when colleagues need you most and going out of your way to build people up. Every meeting, for example, starts with specific recognition and kindness to others. **We look for people who bring these values to everything they do.**

# Facilities and Environment



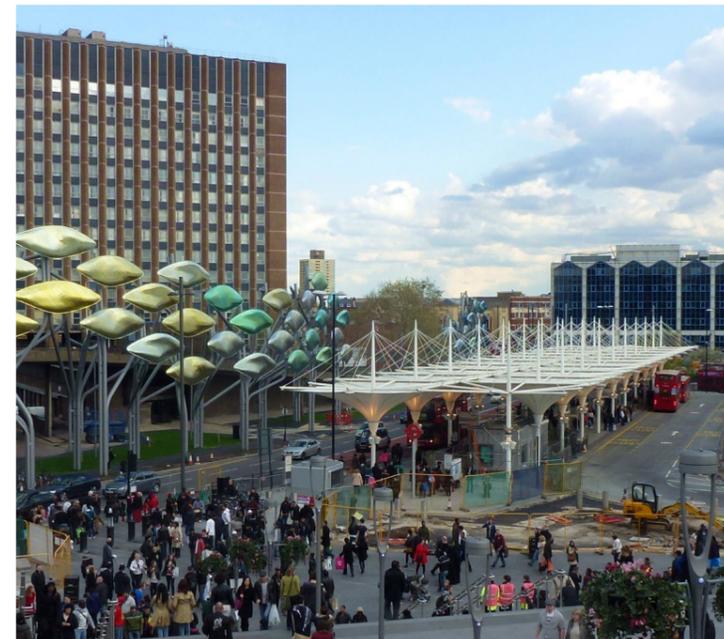
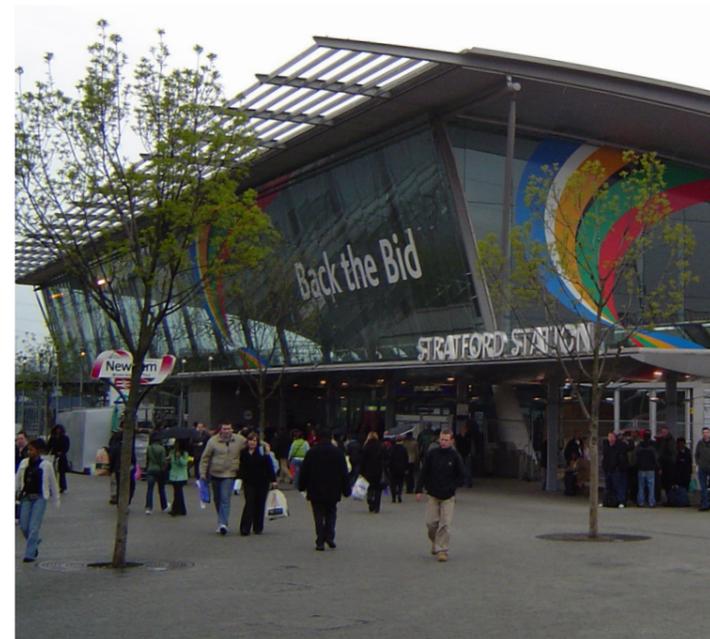
The School 21 site was completed in 2012, and represents an extensive rebuild and redesign of an existing school complex. The founders had considerable influence in the design and layout of the school, including the creation of large courtyard spaces which are used for assemblies, exhibition and break-out teaching spaces. There are also well-equipped specialist teaching facilities including four purpose built-science labs, two workshop spaces, two drama studios, several Harkness rooms, a sports hall and MUGA sports pitch.

# Location

School 21 is extremely well located at just 5 minutes walk from Stratford Tube station, Stratford bus terminal, and Westfield Shopping Centre.

With well-established and reliable public transport links throughout the area, Stratford is within easy reach from a wide range of areas and heading into Central London from the school takes about 20 minutes.

Our close proximity to the Queen Elizabeth Olympic Park means there are fantastic facilities on our doorstep and a constant flow of exciting organisations and start-ups into the area.



# Job Profile

**Title:** Deputy Head of Middle School  
**Salary:** Inner London (competitive based on experience and skills)  
**Start date:** September 2018 (with earlier planning, training and induction)  
**Contract:** Full time, permanent, subject to an enhanced DBS check

This is an exciting role in one of the most pioneering schools in the country. The Middle School, for students in Year 5 to Year 8 will come together for the first time in September 2018 having had a pilot year of just Years 5 to 7. It provides an opportunity for a skilled leader to help shape the school with a great team of teachers.

#### Some of the key components of the role include:

- To help lead the vision, ethos and systems of the Middle School so that it delivers extraordinary outcomes for children.
- To be relentless in your drive and ambition for the students and staff in your care.
- To think deeply about how the wider school pedagogies and curriculum models can be amplified by their application to Years 5-8.
- To have clear strategies and a belief in the importance of the basics: literacy, numeracy, oracy and professionalism and ensure that pupils are successful in end of Year 6 SATs.
- To be ready to embed innovation through collaboration and thought leadership.
- To work with teachers to achieve the right blend of specialism: e.g. high quality music, drama, art, languages, as well as rich problem solving projects.

It would suit someone with leadership experience who can work closely with the Head of Middle School to lead the development of a strong middle school culture, and climate for innovation. We are looking for someone who can combine strategic thinking, with the ability to build strong teams and implement programmes with operational rigour.

You will be joining School 21 in the year the school completes its growth to capacity with all year groups between ages 4 and 18 being filled. You will play a key role in knitting our four small schools - Primary (Reception to Year 4) Middle School (Years 5-8), Secondary (Years 9-11) and our Sixth Form, Six 21, into a coherent whole.

We are looking for a leader who is up for something challenging and ground-breaking, to help us on the next stage of our journey. We want a leader who is keen to change education in this country and who is ambitious to try new approaches to pedagogy, curriculum design and pupil well-being. We have also been approved to open two new schools in the coming years and so there are plenty of opportunities to grow and develop.

School 21 has established a strong track record - an outstanding Ofsted, excellent GCSE results and a growing reputation, for example being the first and only international case study chosen by US educators, Edutopia <https://www.edutopia.org/school/school-21>.

# Job description

## Key Duties

- Working with a core leadership team and a strategic group you will:
- Set the culture and ethos of the school through assemblies and ways of working
  - Ensure very high standards of professionalism from all students
  - Oversee pupil well-being in the middle school
  - Plan a curriculum model, drawing on the expertise of the strategic group, to ensure high standards and innovation
  - Work with school pedagogy leads to ensure oracy, PBL, well-being, new technology, pupil leadership and literacy are well embedded in the school
  - Analyse and act on data to ensure all pupils make outstanding progress
  - Build positive relationships with students and parents
  - Plan an effective induction process for students and families
  - Be ready to report to the whole school standards and progress circle against key performance indicators
  - Build a high performing team with individual development in mind
  - Together with the core leadership group oversee systems for marking and assessment, reviewing the quality of teaching and learning
  - Any other tasks as reasonably directed by the Headteacher

We have four attributes we are all working towards:

## Pioneer

- Relentlessly pursuing higher standards in service of children
- Porous to ideas and use insight to challenge received wisdom
- Thrive in fast-paced, changing environments

## Craftsperson

- Build their leadership voice from their craft
- Remain intimately involved with the artistry and science of teaching
- Use a wide range of toolkits to master the craft of leadership

## Multiplier

- Create the enabling conditions for the growth of self and others
- Develop teams and teams of teams
- Have no ego and 'lead from behind'
- Leave legacy

## Integrity and humanity

- To represent the two core School 21 values, humanity and integrity, at all times
- To support the inclusion of all young people and to foster a belief that every child can succeed
- To be constantly learning, open to feedback, and demonstrating a growth mindset

# How to Apply



To apply for this role, please complete the online form for this role, which can be found in the careers area of the School 21 website.

In compliance with Safer Recruitment guidelines, CVs cannot be accepted.

If you wish to have an informal discussion about this role, please email Anne Shaker at [careers@school21.org.uk](mailto:careers@school21.org.uk)

School 21 is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment.